

# SOUVENIR

of the

Inauguration of Catrine Works

Further Education Plan.

26th September, 1947.

From

The Chairman and Directors

of

James Finlay & Co., Limited.

# INAUGURATION OF CATRINE WORKS FURTHER EDUCATION PLAN.

LECTURES ON SPINNING, WEAVING AND BLEACHING.

ADEQUATE TRAINING TO BE PROVIDED FOR ALL  
EMPLOYEES.

THE NEXT STAGE — FORMATION OF A CATRINE  
TEXTILE SOCIETY.

COMPANY'S PLAN TO HAVE FINEST VERTICAL TEXTILE  
WORKS IN BRITAIN.

FULL CO-OPERATION OF AYRSHIRE EDUCATION  
COMMITTEE ASSURED.

(Reprinted from the "Cumnock Chronicle," 10th October, 1947).

**M**R A. McGrigor, Chairman of James Finlay and Company, Ltd., presided over a company of 85 at the inaugural meeting of the Catrine Works Further Education Plan, which was held in the Works Canteen on Friday, 26th September.

Among the guests were: Messrs John Thomson, J.P., F.E.I.S., Schoolmaster, Catrine; Andrew Martin, M.A., B.Sc., Rector of Cumnock Academy; John M'Pherson, M.A., Superintendent, Further Education Centre, Cumnock Academy; H. B. Farrar, M.B.E., M.A., B.A., Superintendent, Further Education Centre, Technical School, Kilmarnock; W. T. H. Inglis, M.A., B.A., Director of Education, County Buildings, Ayr; A. N. Crawford, Youth Organiser for South Ayrshire; and M. Lyle, Art Master, Kilmarnock Technical School.

A blessing was asked by Mr Martin, and an excellent dinner followed.

## CHAIRMAN'S ADDRESS.

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After dinner, the Chairman said:—"I would like to open the proceedings this evening by extending a very cordial welcome to our guests here. It is a great encouragement to us to have such well known representatives of education with us and I hope that in my remarks I shall not be guilty of making any 'split infinitives,' as I feel sure that such a crime would not pass unnoticed to-night. (Laughter). I hope that the Education Scheme, when explained, will meet with the approval, not only of our guests, but with those of you here to-night who will participate in the scheme.

### **Furtherance of the Team Work Spirit.**

"Most of you present this evening will recollect the foundation stone ceremony of our new works, which took place on 8th December, 1945, and the then Chairman of the Company, Mr Langford James, in his inspiring address, made reference to the importance of team work and the whole-hearted co-operation between the management and the workers.

"To further and assist this team work spirit, so vitally necessary if true efficiency is to be obtained and—most important of all—maintained, Mr Taylor, under reference to the Board, has formulated an Educational Scheme by which all male workers from the spinning, weaving, bleaching, engineering and clerical sections will be given opportunities during the winter months—September to April—of attending lectures which will be based on a carefully drawn-up syllabus of the most modern practice of all the various processes employed in spinning, weaving and bleaching our products. Much thought and care has been given to the drawing up of the syllabus and, while I shall leave it to Mr Taylor to elaborate on the plan, I propose to touch on the main ideas of the scheme and to confine myself to certain pertinent observations which will, doubtless, be passing through the minds of some of you.

### **Weekly Meetings.**

"It is proposed that meetings will be held weekly, and special

attention will be given to see that they are made attractive as well as interesting. Great care will be taken to get rid of any sort of 'going to school' idea. Lectures on any particular subject will not exceed half an hour, and at the end, in order to maintain interest, a discussion inaugurated by Mr Taylor, will be held. Home-work can be undertaken by those who wish to do so, and a library and reading room with the necessary books will be provided.

### **Diligence Prizes.**

"A token amount of 2/6 will be given to each worker for each attendance, while nine prizes per annum, ranging from £5 to £1, will be offered for home-work and diligence.

### **Five Years' Scheme.**

"It is anticipated that this scheme, if it is supported, as I hope it will be, may take up to five years to complete the syllabus drawn up by your General Manager and that thereafter there may be a body of men sufficiently well versed in the industry at Catrine to justify the formation of a Catrine Textile Society; members of the Society giving their own weekly talks as is done in Lancashire and Yorkshire.

"I feel sure that, when you have heard Mr Taylor expound further the details of the scheme, most, if not all, of you will agree that it is an important coping stone in our determination to do our very utmost to make these works efficient in maintaining the interest and furthering the knowledge of our responsible workers. A great deal of thought and time has been given to the drawing up of the scheme by Mr Taylor, whose energy has always amazed me, and seems boundless—(applause)—and you will appreciate it will take up a large amount of his and the management's time to carry out the ambitious and useful programme which we have in view.

### **The Crisis and Catrine Works.**

"I would like for a moment to refer briefly to another subject of momentous import to us all, and that is the difficult times through which every single one of us has to pass as a result of the economic crisis which—not unexpectedly, I am sure, by many of us, but all too suddenly—has burst upon the country. I am not a politician and have no intention of criticising or praising the Government at this meeting, but I would just like to say that I

am convinced that the workers of Catrine will give of their best in the testing times ahead of us and that the patriotic spirit, so manifest during the dark days of the war, will again make itself felt so that each one of us, in whatever job we are doing, puts forward that little bit extra of effort and this, if carried out as a whole, is bound to have an increased beneficial effect on production and this, in time, will assist and increase the export drive, the vital importance of which was stressed by Sir Stafford Cripps in his recent speeches and statements outlining the great plan to counter the country's difficulties.

“ Speaking generally, the target to be aimed at to perform the export task demanded of the textile industry is to achieve an immediate increase in the rate of production of 10 per cent. over the rate for the second quarter of 1947 and an increase of 20 per cent. in six months' time. You yourselves are not very directly concerned with percentages but you are concerned with the extra effort which is called for and which, if given, should go far to reaching the goal desired, and I feel sure that the workers of Catrine will not be found wanting.

“ I think it may be of interest to those of you who did not read it, if I quote two paragraphs from Sir Stafford Cripps' speech at Edinburgh last week.

“ “ It was vital in the battle of the balance of payments in which we were now engaged that our industrial troops and officers should have a full realisation of the plans necessary, and of why they are necessary. You cannot get intelligent enthusiasm without such a background of knowledge and it is essential that managements and workers should share that knowledge if they are to share the effort.

“ “ This means that joint consultation at all levels is essential, and at no level is it more essential than on the floor of the factory. Without it we shall not get the trust or confidence that alone can form the basis of good team work.”

“ The management will give full effect to carrying out such joint consultations as may be considered necessary, as I, representing the Board, and your General Manager, being responsible for the works, have always realised the importance of team work and of everyone pulling together.

### **The Company's Motto,**

“ To conclude, let me once again, as I did before, quote the company's motto, ' Faith, Honour, Industry and Independence,' and let us see how it dovetails into the present situation. We

have 'faith' in the works and in our job here; the General Manager, Mr Taylor, is looked up to and respected—I know I am correct in this—and therefore 'honoured' (applause); this little bit extra which you will put in is represented by 'industry'; and, finally, none of us—I hope—intends to let our political views interfere with our work and therefore 'independence' will be the last key of our effort. If we can carry out these suggestions, I feel we shall be going a long way to 'doing our bit' in the critical times ahead and maintaining the motto of this old-established company of which you are members." (Applause).

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### ADDRESS BY MR JAMES TAYLOR.

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The Chairman now called on Mr James Taylor, General Manager of the Catrine Works, to speak. Mr Taylor said,—“ I am sure that each one of us has found encouragement from Mr McGrigor's address. As Chairman of James Finlay & Co., he is a most worthy successor to his grandfather and uncles, as well as to other notable men who have, since 1750, controlled the destinies of a world-wide organisation.

“ Mr McGrigor said I would elaborate the plan he has outlined.

“ When the Board sanctioned the present reconstruction scheme, they did so with a specific instruction that I should provide adequate training and instructions for all employees from the staff to factory level.

“ That, gentlemen, is a very tall order and calls for considerable knowledge, skill and sustained endeavour.

“ Prudence required that I should consult with all available experts, so that, whatever plan was eventually put forward, it would be in keeping with my own heavy, slow and at times laborious, methods of imparting knowledge to others, and yet at the same time be imbued with the vigour of present-day enthusiasm.

#### The History of the Scheme.

“ Counsel and advice was sought from our own schoolmaster, Mr Thomson, and the late Mr Boyd, and his successor as Director of Education, Mr Inglis.

“ In due course interviews were obtained with the heads of

Glasgow Technical College and with the University Professors in Manchester.

“ The immediate outcome of those efforts was (a) The James Taylor Endowment for students at Catrine Public School, and (b) the start of apprentices in weaving and electrical engineering and the nomination of an apprentice, still in the Services, for a University course in Manchester. The weaving and electrical engineering apprentices have completed their course at Cumnock Academy Evening School. The six weaving apprentices begin this year at Glasgow Technical College on two nights per week, and at the same time, attend the newly-formed classes at Kilmarnock Technical School every Saturday morning.

“ The electrical engineering apprentices will also continue their studies at Kilmarnock Technical School.

### **A Good Beginning.**

“ I am sure, Sir, it may be accepted that is a good beginning, and at this stage it is appropriate to record our gratitude and thanks to those teachers at Catrine, Cumnock and Kilmarnock who have taken such great interest in our boys.

“ My special thanks are due to Mr Airey for the careful and patient way he has so very ably conducted our own works' day classes. Mr Airey is especially qualified, not only to manage our works, but also to impart his knowledge to others, and I would ask all of you to seek his advice at all times.

### **Staff Collaboration.**

“ The next step was to secure collaboration between the staff in Glasgow office and the works here, and that is obtained by members of the office staff spending a day each week at the works. They get their knowledge first-hand from the managers and charge hands at Catrine, and all are under my own supervision.

### **The Last Step.**

“ The last step was wide and steep and required much thought, and it is to climb this step that the scheme outlined by our Chairman has been set up.

“ Why is it wide and steep?

“ All here to-night are between the ages of 16 and 60. They

are employed in spinning, weaving, bleaching, dyeing, finishing, making-up, engineering and clerical work.

“ In spite of their varied occupations, they do fall, directly or indirectly, under three main subjects, spinning, weaving and bleaching.

“ Some say, ‘ I only wish to know my own job. I am not interested in any other job.’ Mind you, they say ‘ I want to learn all I can about my own job.’

“ Others say they wish to learn all they can. Mind you, I say that is how I came to my present job and that is why I keep my present job.

“ Let me quote other opinions: ‘ Could we not have special nights for spinning, weaving, bleaching.’ To do that would spoil the unity of team work and, just as the war effort was, for a time out of step for want of unity between the Army, Navy and Air Forces, so too there would be a want of unity in our effort to win the peace.

“ There are also personal reasons for having one night only, and that is to save me from having to undertake more work than what is necessary, for there is a limit to physical endurance. There is also a jealous or possessive reason and that is, all of you wish me to attend and preside over your classes as long as I am able.

“ Professional educationalists may consider that mixed classes and large classes are not the best for particular study. I agree our scheme of weekly joint lectures is for general knowledge. Those who wish to go in for particular study may do so by using the fully-equipped library and study room. Furthermore, they will, by their interest in doing home work, put an obligation on my staff to further their specialised efforts. Many of you who have put in years of good service may feel a bit out of the running with all these new schooling ideas. My answer to all my friends who feel that way is ‘ Come along, old timer, and have a cup of tea and smoke with me at the works canteen or study club.’ (Applause).

### **Sentiment and Education.**

“ Sentiment in its proper place is wholesome, but as an educationalist, are you not getting mixed up a little? That is a reasonable thought and how would this do for an answer,

“ The 8th International Management Congress was held re-



cently in Stockholm. The following are a few decisions:—

(1) Find ways of raising man's standard of living and ensuring a lively satisfaction in his employment.

(2) The salvation of British industry must come from co-operation at all levels and ages from the board room to factory level.

(3) Mr Loris Mather, Chairman of Mather & Platt, Ltd., made the point that management training should follow technological instruction. His own company contemplated the holding of weekly discussion group meetings for management trainees. Mr Harold Whitehead supported the conference or discussion method in training. Both supervisors and juniors must be brought together. The juniors must be taught to express themselves and the supervisors to lead. There is growing belief among leading business men in this country that the gift of personal leadership is the principal attribute of the manager to-day. Mr H. E. G. West, of Newton Chambers, thinks the manager should be able to jump on a box and address his men in a crisis. Mr F. Bray, of the Board of Education was present, and made a statement which may be assumed to reflect approximately the view of his department. Management education, he said, must be based on a social foundation of general education. It should be as liberal as possible and at the same time closely linked with industrial life. It must provide for all circumstances by being post graduate and graduate, full and part-time, day and evening. It must be available to all who are able to benefit, irrespective of means, and it must be taught by trained teachers. In England, machinery has been set up to ascertain the demand and to meet it, and regional advisory councils have been established representative of industry and the universities and colleges.

“Ayrshire, up to the present time, has no facilities for giving the course of instructions available in Lancashire. We, therefore, had to evolve our own plan on the best possible lines.

“The course of instructions, therefore, will be given one night per week, and the first meeting will be on Thursday, the 2nd October, at 7.30 p.m., in the canteen, when several matters of purely domestic affairs will be agreed, and all arrangements made to give effect to making a success of ‘The Catrine Works Further Education Plan.’

### **The Passing On of All Knowledge.**

“You may recall that on a previous occasion I said the new

works at Catrine will only be a success when you and I have put our hands to it, and made it a success. I know very well that you will co-operate, but what I want to secure before I lay down the control of this business is, that I have divested myself of all knowledge and passed it on to you, the people of Catrine. The first stage of that process is that I have gifted to The Works Study Club my complete library of Technological and other books. The second stage is the Education Plan, which will lead you to the third stage of forming a Catrine Textile Society and thereby placing yourselves in the ranks of all Textile Societies, not only in Britain, but everywhere in the world.

“ We are planning to have the finest vertical textile works in Britain, I say the finest, not by any means the largest, and there must be a team playing the game in those works, that may lay claim to being the finest in Britain. When I have secured such a team, then and then only will I retire from the task I have set for all of us.

#### **The Methods to be Followed.**

“ For the benefit of our honoured guests, I wish briefly to explain the methods we propose to follow at our class meetings.

“ Our syllabus has been taken from The Lancashire & Cheshire, The City & Guilds, and the Manchester University Courses of Textiles. We do not undertake any tuition on mathematics, science, physics or chemistry in our general plan. All new youngsters coming to us will get the full courses through Catrine, Cumnock, Kilmarnock and Glasgow.

“ I hope that you will be able to approve of The Finlay Plan, and continue to give us your support and encouragement. At all times I will seek your advice and guidance.

#### **Every Effort Made to Secure Extra Production.**

“ Our Chairman has made reference to the present economic crisis. I was in Manchester last week and heard Sir Stafford Cripps. Many of my friends in textiles thought that it was up to each firm to find ways and means of giving effect to the demands for exports. Recently we were called upon to submit ways and means of securing electricity savings by working staggered hours. Our plan for staggered hours awaits approval and I would assure you, Sir, that my thoughts are fully occupied in finding ways and means to secure the extra production. I

know very well that all my friends in Catrine will help me in this new effort.

“ I now wish to thank you for the very kind reference you made of myself, and would assure you that all of us will try to maintain the Company's motto of ‘ Faith, Honour, Industry and Independence.’ ” (Applause).

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### DIRECTOR OF EDUCATION'S BLESSING.

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Mr Inglis, in a most inspiring address, said that a few years ago Mr Taylor called at the Education Office in Ayr and made repeated requests to the late Mr Boyd and himself for advice and assistance with regard to technological education for Ayrshire, then for a long while there was silence. A few days ago, he re-received an invitation to be present at the inauguration of the Catrine Works Further Education Plan.

“ When I arrived,” said Mr Inglis, “ I was shown into a most excellently furnished Study Club, saw the well-equipped library on textile and allied subjects.”

Mr Inglis readily agreed that at the present time Ayrshire did not have full facilities for technological education. He urged the people of Catrine to grasp the opportunities now being made available to them. The seeds of the cotton industry were sown in Catrine in 1787 and now we saw great new works being erected to allow of the continuation and expansion of that growth, and along with it we saw this Education Plan, to foster the growth of brain and hands, to ensure happiness and prosperity for all who used these opportunities.

If other areas in Ayrshire followed this scheme, there would be such a great demand from industry that the Board of Education would be compelled to provide a technical college for the County.

He not only gave his support, but he was sure that the heads of the schools present on this occasion would encourage and support the firm in the great work of education that they were undertaking.

“ Please be assured,” concluded Mr Inglis, “ of the full co-operation of the Ayrshire Education Committee.”

## THE HEADMASTER AND THE SCHEME.

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Mr John Thomson, headmaster, Catrine Junior Secondary School, said that after listening to the excellent and explanatory speeches made by Mr McGrigor, Chairman of the Company, and Mr James Taylor, General Manager, he feared there was little left for him to say. He had listened, too, with great interest, to the fine address made by Mr Inglis, Director of Education, as he gave his blessing to the scheme as outlined.

Mr Thomson was reminded that someone had said that "An institution is the lengthened shadow of a man," and he saw in Mr Taylor the lengthened shadows of the men who had done much in years gone by to help place the firm of James Finlay & Co. in the forefront—one of the greatest among British cotton manufacturers.

He saw in the scheme for further education a reflection of the highly mechanised and technical age in which we lived to-day, and he thought that the workers here were to have the opportunity of getting a fine insight into the most up-to-date machinery in the industry and what was, to his mind, a very important matter, a cultivation of "a friendliness towards the machinery."

### Mr Taylor's Interest in Catrine School.

Mr Thomson expressed his gratitude to Mr Taylor especially for the practical interest he had taken in the work of the school at Catrine. It was now a few years ago since Mr Taylor had asked him if anything might be done to place a bias on the curriculum of the Secondary classes that might be of worth to pupils who might elect to enter the industry. In response to that remark, he had at that time revised the school scheme of work in mathematics, chemistry, mechanics, technical subjects with metal work. This was placed before Mr Boyd, then Director of Education; thereafter it received the blessing of Mr Taylor and the result is that to-day we have in the school the "James Taylor Endowment Fund," whereby the pupils in the three years of the Secondary Course receive annually the sum of twenty-four pounds as prize-money for those pupils who complete their three years' course at Catrine. And so we of the local school got in, on the bottom rung of the ladder, in this admirable scheme which has been so successfully inaugurated to-night.

As an individual, he gave it as his opinion that the conception and launching of this scheme—quite apart from the rapid pro-

gress that was being made across the street in the erection of the handsome new mill—was due in large measure to the energy, ability and drive of their competent manager, Mr Taylor.

### “ Go To It!”

So far as he (Mr Thomson) was concerned, he had been given to understand that in other works, where an education scheme operated, the youths spent the major portion of their study in theory and made only occasional visits to the factory. In this Finlay scheme the process was in reverse, and the interest of the worker who spent his day, in what was to be his life's work, was to be supplemented by this happy, “ Get-together ” co-operation, which, in his opinion, could not but secure that greater skill in the worker which was so very essential in this highly mechanised modern industrial world.

Knowing the men who were to lecture to the workers in their weekly studies, and keeping in view that they were to be under the continued and careful supervision of Mr Taylor himself, he could see nothing but the greatest good emanating from this excellent scheme. And so, he urged all who were there assembled to—Go to it!

### VOTES OF THANKS.

Mr J. H. Muir, Director, moved a vote of thanks to the canteen staff for the competent and courteous manner in which they had served the dinner, and Mr J. Airey, Assistant General Manager, in thanking the Chairman, said:—“ It is my pleasant duty this evening to give a vote of thanks to the Chairman of our Company, Mr McGrigor. I would like to say how very grateful we are for his kindness, not only in coming to Catrine this evening, but for his interest and co-operation in our education scheme.

“ Mr McGrigor has always shown a keen interest in the Catrine Mills, and anything we require for the well-being of Catrine Works and the welfare of our people readily receives his personal and sympathetic attention. I have great pleasure in proposing a vote of thanks to you, Sir, and I sincerely hope that, on the occasion of the opening of the new works, you will find that the encouragement and assistance you have given us this evening will not have been in vain, and that a worthy Textile Society will have been created.” (Applause).